

Two Ways Interaction between Lower Order Terms of Left Brain and Right Brain Cognitive Style and Relationship between Satisfaction and Turnover Intention

Abdul Halim Busari, PITAS/TASIC, Department of Organizational Development, FCSHD, Universiti Malaysia Sarawak, Kuching, Malaysia

Yasir Hayat Mughal, Department of Organizational Development, FCSHD, Universiti Malaysia Sarawak, Kuching, Malaysia

ABSTRACT

This paper argues that teacher's job satisfaction should also have an impact on turnover intention. In this paper identified teacher's level of job satisfaction and turnover intention of advance learning institutions in the Khyber Pakhtoon Khwa Province of the Pakistan and the moderating effect of the cognitive style. Questionnaires were used to gather the information and 502 completed questionnaires were collected back from the respondents. The questionnaire was comprised of JDI consisting of seven items on job satisfaction, turnover Intention questionnaire consisting of three items and five point Likert scale was used and for cognitive style CSI, the cognitive style index was used, the fourth section was comprised of the open ended questionnaire and fifth section was comprised of demographic variables. Hierarchical multiple regressions have been used to check how much variance satisfaction shows upon turnover intention and also it has been checked that how much variance Analytical and intuition cognitive style shows variance upon satisfaction and turnover intention of advance learning institutions of kpk province of Pakistan. The correlation results taken from bivariate Pearson correlation shows significant results which later on strengthen by the regression results. The regression results show that satisfaction shows variance upon turnover intention, this extended model of job satisfaction will be useful to bring the changes in the academician's satisfaction of Khyber Pakhtoon Khwa province of Pakistan. The findings of this study could be used to guide the advance learning institution's management and professional academicians build targeted learning activities around key components of the academician's job satisfaction, diagnose where people are in their journey, set personalize goals and provide feedback to management in the process of the development of policies for advance learning institutions academician's. In the context of the efficient and effective educational policy, a greater understanding of the academician's job satisfaction could facilitate the development of more effective policy, practice that would increase not only the job satisfaction of the academicians but decrease the turnover intention of the academician's.

KEYWORDS

Analysis, Cognitive Style, HEIs, Intuition, Satisfaction, Turnover Intention

INTRODUCTION

A lot of issues has been there to look after by human resource management however; Organizational behavior is the most important factor which makes the management successful and also is the cause of management failure. Satisfaction is the most important issues for all academic researchers and also for professional researchers (Stacy, 1998; Locke & Latham, 2000). The employees who are satisfied from

their job they have a positive attitude and perception towards their employers (Marion, 2001; Devan & Sandy, 2003; Desseler, 2005). In past studies it has been reported that those workers are giving more output who are satisfied and those employees are giving less output who are not satisfied with work or job; those organizations will succeed who see their employees happy and satisfied from work, Lise & Judge, (2004). It is the ultimate objective, of all organizations that they need hardworking workers and those workers should be more committed with the organization (Shah & Jalees, 2004). Satisfaction is an effective orientation of employee's towards their jobs (Tsigilis et al., 2006). That's why satisfaction is a very important factor, and it is measured time to time by all organizations (Beyth-Marom et al., 2006; Sattar, Khan, and Nawaz, 2010). The factors of job satisfaction consist of pay, supervision, job security, work, environment, and coworkers (William & Sandler, 1995; Stacey, 1998; Devan & Sandy, 2003; Lise & Judge, 2004). Few previous authors in past studies have used different concepts like personal reasons or organizational factors. (Saiyadain, 2007), some used personal characteristics or job characteristics (Sokoya, 2000), challenges in completing tasks, rewards should be given equal, those conditions which are giving encourage and colleagues should be supportive enough (Naval & Srivastava, 2004). This paper has found the level of job satisfaction of lecturers in Pakistan by recording their attitude and emotional orientation towards their jobs. Hierarchical Multiple regressions have been used to compute or measure the significance of satisfaction on employee's turnover intention.

LITERATURE REVIEW

Locke & Latham, (2000); Bas & Ardic, (2002), their experienced told that happy and workers, those are satisfied from job has positive attitude, towards their jobs while on other hand employees those are not happy and satisfied they have negative attitude, like absenteeism and turnover intention. Perceptions of the people and evaluation of the work are synchronized with satisfaction which are affected by a number of factors like expectations, needs and circumstances (Devan & Sandy, 2003). It is passionate reaction to a circumstance of job which is controlled by how well results meets, or surpass desires, e.g. if laborers are working in the organization yet they are not getting expected prizes from the organization and were dealt with not decently, then they will have diverted to negative attitudes towards their job, officers and co-workers and show absenteeism and turnover intentions. If they are given much and expected reward then they will show the positive attitudes towards their jobs (Luthans, 2005). Satisfaction from the job is the expression of happiness by one individual with regards to different dimensions of job (Malik et al. 2010; Sattar et al., (2010). Lecturers' job satisfaction is reported well by many researchers and factors of satisfaction have been researched again and again, these show that factors of satisfaction define the job satisfaction (Malik et al., 2010). It also provided in the literature that employees of the organization show change attitudes about factors of satisfaction (Sattar et al., 2010; Poti et al., 2011).

JOB SATISFACTION

If employees compare their hard work with the rewards they got on completing the task if that reward is not fulfilling their expectations than employees will show a negative attitude towards their job, supervisor and colleagues (Manzoor et al., 2011). Job satisfaction was inversely related to turnover (June & Poon, 2004). Noor et al., (2015), has conducted study in abbot bad on job satisfaction and job promotion in public and private sector employees, his results identified that PhD faculty staff was more satisfying than the non-PhD staff and show more satisfaction.

Khan et al., (2014), has investigated the effect of business related issues of job satisfaction, they likewise established that organizational commitment and satisfaction from job, has impact on the turnover aim of the workers in Khyber Pakhtoon Khwa condition of Pakistan.

Ahmad et al., (2010) has found that those people who has potential and an intelligent they do not want to join teaching as profession because the higher education commission does not reward

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